

How to make a map for digital transformation:

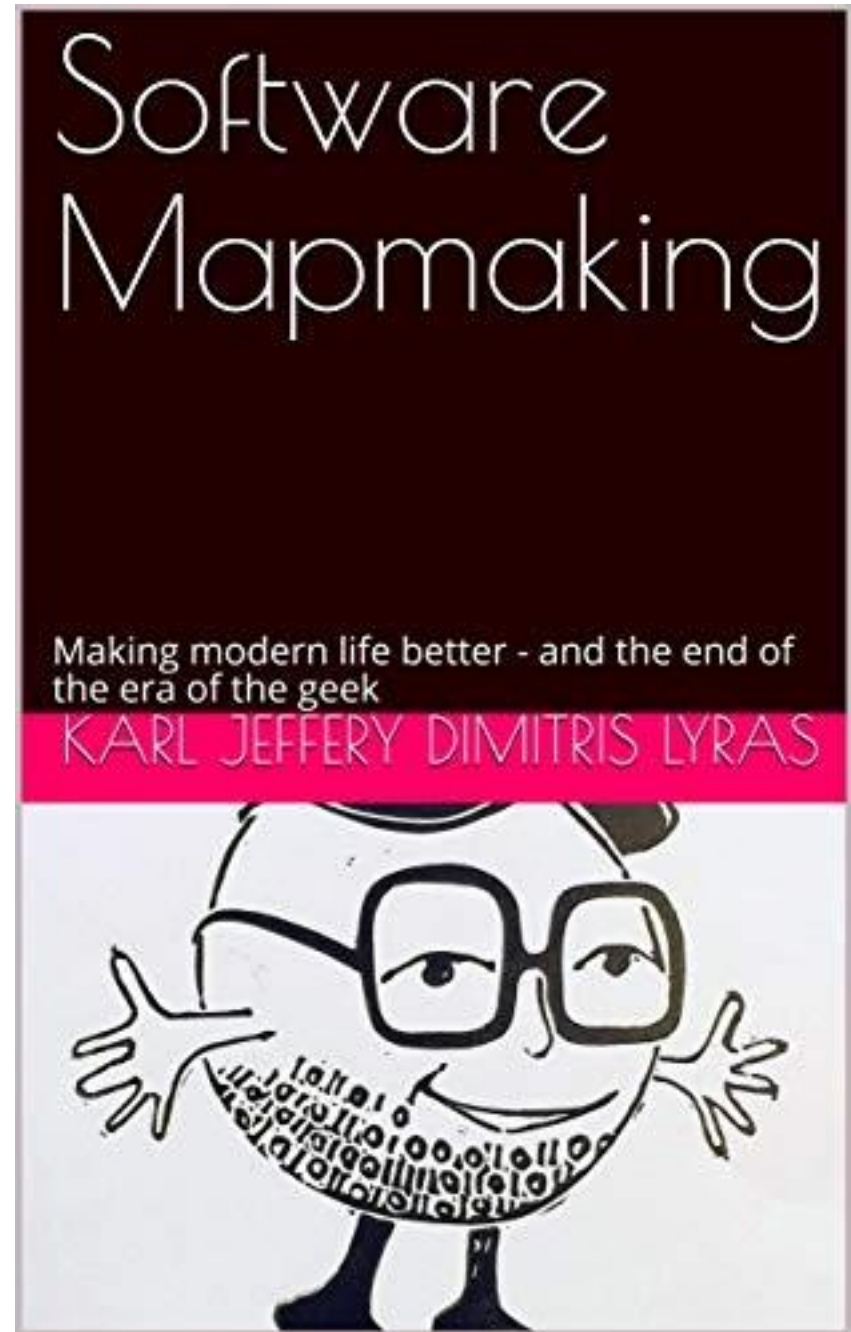
"Mapmaking as a service business opportunity" - you are the digital project managers, organisations need better digital projects,

Business opportunity for people who can make 'maps' for digital transformation projects.

Core idea in the book is that too many people focussing on the details with digital projects - not enough on the bigger picture - and we want to explore how it can be done.

Not talk about code.

Conceptual thinking is not intuitive or easy to self develop – have to learn from others



Also drawing on work running shipping companies and software companies (Dimitris) running events and publishing in shipping and oil and gas (me)

Will give you some general ideas –

Not sure how resonant it will be with your challenges but let's see - it is a workshop - may be useful.

Could Greece be centre of expertise for this?

Can begin by understanding the project manager's role. Project management got lost in jargon but the core idea is someone who delivers this complex thing, involving multiple people, multiple goals.

You are good at abstracting, understanding, seeing technology in its context, planning
And good at understanding technology
Not necessarily a programmer

Kitchen analogy seems useful as something many of us have been involved with –
Planning out a new kitchen - not just something which looks good, or has advanced technology, but something good to work in –
We don't need to understand how dishwasher works to do it.
Imagine something which did not exist. Need to focus on how the kitchen will feel and look like, not technical details. Communications with family members and people who build it.
Capability to abstract very important.

Digital project map building begins with why are we doing it to begin with. Who is pushing it? What can we expect?

Lots of people reading about AI and so on, are their expectations realistic.

Many companies have installed things which didn't work.

Approach could be developing and rank approaches - disruption, ease of implementation (cost).

Need very opposite approach to people who develop technology or enjoy it.

Put code in its place –
Code can move data from one place to another, calculate data, display data, store data - that's the elements of software. From this we get Microsoft Word, Uber, whatever you consider best possible technology. But advanced technology is just this plus good mapmaking. Point solutions are not what an organisation wants.

How people will work in it situation awareness, decision making, automation, learning.

Situation awareness = when people need to decide what is going on.

Decision making = what you do with what you have decided.

Automation = taking a certain level of decision making out of their hands, or supporting them.

Learning = seeing how the decisions worked.

(Nobody has this - this is a sort of ideal).

Understanding different individuals in your domain - separation of concerns. Different people see things in different ways.
Requires some degree of empathy to understand or at least willingness to do it.
People in the real world have goals and want to get there as quickly as possible.
Frustrating or rigid software = software badly modelled to goals.
Links to usability / UX.

Cyber security - drives the need for better maps.
Particularly cyber security certification.
Some else needs to understand how it works.
Data storage, access to systems, identification.
Just like with physical security.

Working with modular elements –
Platforms, low code, software
modules "plug and play",
standardised internal APIs, data
standards.

Reduces complexity / mind load.

Links back to kitchen example.

Need to understand advanced technologies - machine learning, facial recognition.

Autonomous cars - Elon Musk in 2015 “cars will be capable of complete autonomy by 2017”.

Facial recognition - passport machines and Facebook, face forward no shadow. Chatbots useless.

Cannot write these technologies off but also need realistic understanding because people expect too much often. Kitchen analogy - self cleaning worktop.

Role of "Agile" - all of nature is partly agile and partly rigid. Life, ourselves, family, nature.

See Agile in terms of what it pushes back against - "waterfall" and rigid working.

But can be useful in conceptual stuff in organisations. Not useful everywhere.

Technology to support seafarer safety case study

More reliable communications systems onboard – including gas safety sensors connected to a network

Online survey systems – ask how you are feeling before they can go onto Facebook

Well modelled software tools

Technology in an oil processing plant case study was injecting too much chemical but not getting oil in the right specification for the refinery –

answer was (a) using data science to show they are were injecting in the wrong place and

(b) Constructing a digital model showing how much chemical they need to inject based on different circumstances.